

**Minutes of the Board of Regents  
of the Uniformed Services University of the Health Sciences**

**Meeting No. 146  
February 3, 2004**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 3, 2004, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. Notice of the meeting date and agenda was published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 9:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair  
Linda J. Stierle, MSN, RN, CNAA, Vice Chair  
Otis W. Brawley, M.D., Member  
Sharon A. Falkenheimer, M.D., Member  
Ikram U. Khan, M.D., Member  
Vinicio E. Madrigal, M.D., Member  
Lawrence C. Mohr, M.D., Member  
James A. Zimble, M.D., President, USU  
VADM Michael L. Cowan, Surgeon General, U.S. Navy  
RADM Kenneth P. Moritsugu, representing the Surgeon General of the United States  
MG Kevin C. Kiley, representing the Surgeon General, U.S. Army  
Col Michael W. Spatz, representing the Surgeon General, U.S. Air Force

Advisors to the Board

Larry L. Laughlin, M.D., Ph.D., Dean, School of Medicine, USU  
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU  
Brig Gen William J. Germann, Commander, Malcolm Grow Medical Center  
COL Jonathan H. Jaffin, Commander, Walter Reed Army Health Care System  
COL Alan L. Moloff, Commander, Defense Medical Readiness Training Institute

**OPENING COMMENTS**

Mr. Alvarez announced that Dr. Madrigal and Dr. Brawley were presently observing a meeting of the USU Admissions Committee and would rejoin the Board later in the morning.

Following a reminder that items of consent can be extracted for clarification or discussion, Mr. Alvarez presented the Consent Calendar:

Tab	5	Minutes, Committee of the Whole, November 3, 2003
Tab	6	Minutes, Board of Regents Meeting, November 4, 2003
Tabs	35-38	Reports to the Board, Administration and Management
Tab	40	Report to the Board, Clinical Affairs
Tab	41	Report to the Board, Faculty Affairs
Tab	42	Report to the Board, Medical Education

Tab	43	Report to the Board, Brigade
Tab	44	Report to the Board, Armed Forces Radiobiology Research Institute
Tab	45	Report to the Board, Faculty Senate

Mr. Alvarez complimented Ms. Mary Dix, Vice President, Administration and Management, for her consistently thorough semi-annual reports to the Board. Dr. Zimble added that her reference documents regarding the University are well received in both the legislative and executive branches of Government.

The Board, upon motion duly made and seconded,

**Voted by voice vote:** To approve the Minutes of the November 4, 2003, Board of Regents Meeting, and to accept as submitted those items presented for information.

### **PRESIDENT'S REPORT**

Dr. Zimble announced that Mr. Mannix has accepted a new position and will be leaving the University in the spring. His significant contributions to USU during the past 17 years cover a wide and varied spectrum.

Dr. Zimble presented a nomination from the Committee for Names and Honors that General Thomas R. Morgan, USMC (Ret), Military Advisor to the Board, receive the University Medal. The medal is usually presented at commencement.

The President's report also included the following:

- Program tracks in both the Department of Preventive Medicine and Biometrics and the Department of Medical and Clinical Psychology have recently been assessed by their respective accrediting associations. Although final reports have not been received, all out briefs were extremely positive.
- The Armed Forces Radiobiology Research Institute just received a Joint Meritorious Unit Citation from the Secretary of Defense in recognition of its significant contributions in response to the anthrax crisis and the resulting sanitation program.
- A thank you to Mr. and Mrs. Everett Alvarez, who continue to work towards increasing USU's name recognition and financial support from private donations.

Dr. Zimble introduced Dr. Barry Wolcott, who presented a model applicable for the University's use in the creation of a strong development program. Dr. Wolcott's remarks included the following:

- Models used at state-supported medical schools and the military academies are applicable.
- The West Point model is especially useful.
  - An extremely successful program was developed within a short timeframe.
  - The model answers the question, "Why give to a Federal institution?"
  - One of the program's central concepts is that development money will not pay for core programs but only for "programs of excellence."
  - These programs provide opportunities beyond those required, are defined by the University's strategic plan and are designed to help students reach their fullest potential.



- “Programs of excellence” will allow USU to compete with top universities for students and faculty.
- Development funds will offset the probable funding limitations of the future.
- It will be important to distinguish between “margin of excellence” elements provided by the Henry M. Jackson Foundation (which benefit all practitioners and recipients of military medicine) and those a USU development campaign would provide (which would benefit only USU students and graduates).
- For the program to be successful, USU’s leadership must be committed to a sufficiently “Grand Idea.”
- A five-year, \$30 million endowment program is proposed which would support world-class clinical research programs at USU and in affiliated Federal facilities. These programs would attract nationally recognized investigators who in turn would provide research opportunities for the University’s students.
- Three separate organizations are currently envisioned under a USU Legacy, Inc. “umbrella.”
  - Plank-holders (everyone associated with the University in its first 30 years)
  - Year-group classes (beginning with the class of 2010)
  - Friends of USU (all others interested in helping)
- The next step is estimating the cost involved; a development program needs to be worth the cost.

Ensuing discussion covered topics such as the structure of the Walter Reed Association; how USU Legacy, Inc. funds would differ from those coming from the Henry M. Jackson Foundation for the Advancement of Military Medicine, and how endowed chairs do not encumber appropriated funds.

## **DEANS’ REPORTS**

### **School of Medicine**

Topics covered in Dr. Laughlin’s report included:

- A summary of an offsite meeting of the School of Medicine’s department chairs during which the Dean’s philosophy of medical scholarship was discussed as well as the appropriateness of the school’s structure.
- The recommendations coming from the Dean’s Task Force for Military and Emergency Medicine, which reviewed the teaching of military medicine in general and the University’s Department of Military and Emergency Medicine specifically. Recommendations included
  - Establishing a departmental board to periodically assess and update the four-year curriculum.
  - Placing increased emphasis on military and medical leadership principles and skills.
  - Increasing documentation in all areas of scholarship.
  - Enumerating qualifications required for the department chair. (A search is currently underway, hopefully to be concluded by summer.)

- The development of quantifiable measures of the department's educational effectiveness.
- A summary of proposed changes in the Kerkesner and Bushmaster field exercises.

General Kiley emphasized the importance of gathering information from medical personnel with current field experience and quickly getting that information into the USU curriculum. He also stated that, from the Army's point of view, USU graduates do well obtaining promotions but retention figures comparing USU and HPSP graduates need to be carefully construed.

### **Graduate School of Nursing**

Dr. Walker's report covered the following:

- The first evaluation of the Ph.D. program is completed
  - Indicators of quality are consistent with those published by the American Association of Colleges of Nursing.
  - Evaluated areas include the program of study, student characteristics, faculty characteristics, internal and external resources, and program evaluation characteristics.
  - Course offerings have been extrapolated to 2010 to ensure program quality keeps pace with program growth.
  - Inaugural enrollment (Class of 2006 for full-time students; Class of 2008 for part-time students) is diverse in terms of gender, ethnicity, and Federal health system representation.
- Progress within the Committee of Appointments, Promotion and Tenure concerning the promotion process within the GSN continues.
- GSN's distance learning platform is in place, and a web-enhanced course will be offered in the summer, 2004.

## **BOARD ACTIONS**

### **Degree Granting – Graduate School of Nursing**

Dr. Walker presented for certification seven graduate nursing students from the Family Nurse Practitioner Program to receive the degree of Master of Science in Nursing upon successful completion of requirements. This class will complete its program on May 7, 2004.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To confer the degrees as presented by Dr. Walker and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the actions.

### **Degree Granting – Graduate Education**

Dr. Helke presented for certification eight candidates to receive graduate degrees—three to receive a Doctor of Philosophy, two to receive a Doctor of Public Health, one a Master of Science, one a Master of Tropical Medicine and Hygiene, and one, a Master of Public Health.



Upon motion duly made and seconded, the Board

**Voted by voice vote:** To confer the degrees as presented by Dr. Helke and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the actions.

#### **Faculty Appointments and Promotions**

Dr. Laughlin presented the recommendations made by the Committee of Appointments, Promotion and Tenure at a meeting on December 2, 2003. Eight individuals were recommended for faculty appointments or promotions.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations of the Committee and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Dr. Walker presented the recommendation made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on January 9, 2003, which appoints Linda Yoder, RN, Ph.D. as an Associate Professor at USU.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve the recommendation as presented by Dr. Walker and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the action.

#### **Award Nominations and Honorary Degrees**

Dr. Zimble presented the Faculty Senate's nomination for the Carol Johns Medal for Outstanding USUHS Faculty Member. The Faculty Senate requests approval of Cinda J. Helke, Ph.D., Associate Dean for Graduate Education, as the 2004 recipient.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendation of Dr. Zimble.

Dr. Zimble presented three candidates approved by the Committee for Names and Honors for the receipt of an honorary degree: Senator Barbara A. Mukulski, Congressman John P. Murtha, and Congressman C.W. Bill Young.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations of Dr. Zimble.

Dr. Zimble formally presented the nomination of General Thomas Morgan for the University Medal.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendation of Dr. Zimble.

## **PRESENTATION: HENRY M. JACKSON FOUNDATION**

Mr. Lowe presented an overview of the Henry M. Jackson Foundation for the Advancement of Military Medicine, emphasizing its relationship to the University. Points in his remarks included:

- Championed by Senator Henry “Scoop” Jackson, the foundation was chartered by Congress in 1983 to support medical research and education at USU and throughout military medicine.
- In 2003, 65% of the foundation’s research revenue involved the University, either directly on campus or off-site.
- Since 1999, off-site research has grown from \$38 million to \$65 million, and on-site projects have grown from \$14 million to \$20 million.
- Collaborative research programs include those mandated by Congress, those awarded to individual investigators at the University, and those funded by the Department of Defense and other Federal agencies as well as by private foundations and associations.
- Research support services provided by the Foundation include
  - Buying supplies and equipment
  - Negotiating and managing sub-awards and contracts
  - Recruiting excellent research personnel and providing them with competitive benefits packages
  - Processing visas, which allows USU to benefit from international research talent
  - Keeping project financial information up to date and always available electronically
  - Providing expertise in graphics and communications, such as producing *USU Medicine*, as well as web sites and logos
- The foundation also supports USU by providing research infrastructure
  - Along with the Office of Research, provides regulatory training and compliance monitoring
  - Supports the design and renovation of laboratories both on campus and off
  - The on-site indirect cost recovery rate was 50 percent in 2003
    - Seven percent supported the originating department
    - University facilities and administrative rate was 25 percent
    - The Foundation’s facilities and administrative rate was 18 percent
  - Programs funded at USU by the Foundation include
    - Fellowships in the medical sciences, which support outstanding graduate students for an additional year
    - A “bridge” program which keeps research teams together between funding sources
- Through the joint Office of Technology Transfer, the foundation facilitates the protection and commercialization of new technologies developed at the University.
- The foundation has 45 endowment funds that benefit the University.
- By soliciting from private donors, the foundation fosters continuing education in military medicine through the administration of 127 Education Funds. This



money is used to support speakers, seminars, conference planning and meeting logistics.

- The foundation has grown from less than \$20 million in revenue in 1989 to \$150 million in 2003.
- The University and the foundation conscientiously work to avoid even the perception of impropriety between them.

## **REPORTS**

### **Semiannual Report: United States Military Cancer Institute**

Dr. Potter's remarks centered on the USMCI Tissue Bank and the Institute's emphasis on cancer prevention:

- The Tissue Bank is progressing well
  - Its potential for correlating tissue with clinical parameters may be unique
  - Large demographic, clinical and pathologic databases will be established and linked for research purposes
  - The bank is expected to become operational at Walter Reed within the next few months
- Cancer prevention in the military remains a focal point of the Institute, and cancer prevention research remains a priority for future funding

Dr. Brawley suggested potential sources of pertinent information within the TRICARE and even the older CHAMPUS databases. He also stressed the importance of exploring collaborative efforts with the National Cancer Institute.

### **Semiannual Report: Research**

Dr. Kaminsky summarized USU's research funding history over the past five years, concentrating on the growth in extramural funding outside the Department of Defense. The success of individual investigators garnering grants is building a base for multi-investigator awards. These types of awards allow the University's research endeavor to grow.

### **Core Report: Strategic Planning**

Dr. Smirniotopoulos, Chair of the Strategic Planning Committee, presented an overview of recent work:

- The plan and supporting reference documents are now posted on the USU website.
- The USU plan is aligned with the Military Health System Strategic Plan, Health Affairs, and contains five goals
  - Education
    - To meet the Nation's needs as the preferred source for uniformed healthcare education and training
    - Emphases include continued development and use of distance learning programs; training in areas such as disaster and humanitarian relief, weapons of mass destruction, traumatic stress,

and preventive medicine; and continued work using new technologies for teaching.

- Military service
  - To provide graduates, faculty, staff who serve as experts in the medical response to disasters, war and humanitarian crises
  - Objectives include producing skilled professionals in medicine, science and nursing to support the Federal healthcare system, and to participate in the direct care of patients.
- Research
  - To be a leader in basic, clinical and health services research to improve healthcare, to protect, sustain and enhance the fighting force and secure the public's health
  - This goal emphasizes research relevant to military and Federal needs, interdisciplinary programs which focus on outcomes, and collecting and analyzing combat casualty data
- Leadership
  - To develop and provide uniformed and Federal leaders for national healthcare service focused on mission readiness and Homeland Security
  - Objectives include student and staff leadership training, and faculty and alumni attaining positions of leadership in the Department of Defense, elsewhere in the Federal Government, and in professional and scientific organizations.
- Stewardship
  - To protect and enhance the human and physical resources of the University, optimize productivity, promote a sense of family and community, while emphasizing flexibility in response to changing world conditions
  - USU will work to recruit and retain outstanding and diverse students, faculty and staff; develop and maintain connections with our alumni; and maintain the highest principles of ethics and accountability.
- Tasks ahead include dissemination through academic and administrative channels; concurrence and consensus from faculty and staff; and concurrence from students and alumni.

Admiral Cowan emphasized the importance of realizing that the military health system is committed not only to preventive medicine but also to education regarding the health habits of its members. Admiral Moritsugu added that providers need training in "health literacy," that is, how to effectively communicate this important information.



**Core Report: Budget**

Mr. Rice's budget report included the following:

- The overall Operations and Maintenance budget for FY2004 is \$91 million. Subtracting Congressional adds and earmarked special programs, the baseline budget is about \$80 million.
- The Research, Development, Test and Evaluation, Defense Health Program, appropriation for this fiscal year has been received and is being disbursed by the Office of Research. These funds are entirely Congressional adds, and therefore designated for specific programs.
- Concerns continue to be sufficient funds to attract quality faculty and staff; funding to support the new Step 2, Clinical Skills test required of fourth-year medical students; and funds to support the University's expanding research base.
- Over the past three years, both interest penalty costs and the percentage of travel card delinquencies at USU have decreased significantly.
- The University represents about 25 percent of the military health system's expenditures on education, and therefore is working to be represented in DoD's long-range planning and budget discussions concerning these issues.

**Core Report: Admissions, Graduate School of Nursing**

Dr. Walker reported that 36 students will be admitted in June 2004, not including pending candidates from the U.S. Navy. The Nurse Anesthesia Program is currently the largest.

**Core Report: Recruitment and Diversity Affairs**

CAPT Macri emphasized the success of the Asian Pacific American Medical Student Association Annual Conference in which several USU students were involved and at which several faculty or alumni were presenters.

Joint recruiting initiatives rest primarily with the Navy Recruiting Districts, but recent interest by both Army and Air Force ROTC units is encouraging.

**Core Report: Admissions and Academic Records**

Mr. Stavish reported an 8.5 percent increase in applications over the past two years, which mirrors rates in medical schools across the nation. Other points included:

- Currently 123 positions in the 2004 First-Year Class have been filled; it will be mid-February before the class is filled. Thirty-two percent of the class are women and about 45 percent have a military background.
- Underrepresented minority applications increased by 18 percent this year.

**Core Report: Student Management**

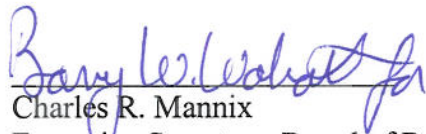
Following a brief overview of each class, Dr. MacDonald reported that the overall selection rate for seniors' first choice programs (both specialty and location) was 77 percent.

## ADJOURNMENT

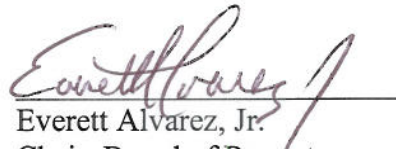
There being no further business, Mr. Alvarez adjourned the meeting at 3:10 p.m.

SUBMITTED:

APPROVED:



Charles R. Mannix  
Executive Secretary, Board of Regents



Everett Alvarez, Jr.  
Chair, Board of Regents

Prepared by Janet S. Taylor